



## Early Journal Content on JSTOR, Free to Anyone in the World

This article is one of nearly 500,000 scholarly works digitized and made freely available to everyone in the world by JSTOR.

Known as the Early Journal Content, this set of works include research articles, news, letters, and other writings published in more than 200 of the oldest leading academic journals. The works date from the mid-seventeenth to the early twentieth centuries.

We encourage people to read and share the Early Journal Content openly and to tell others that this resource exists. People may post this content online or redistribute in any way for non-commercial purposes.

Read more about Early Journal Content at <http://about.jstor.org/participate-jstor/individuals/early-journal-content>.

JSTOR is a digital library of academic journals, books, and primary source objects. JSTOR helps people discover, use, and build upon a wide range of content through a powerful research and teaching platform, and preserves this content for future generations. JSTOR is part of ITHAKA, a not-for-profit organization that also includes Ithaka S+R and Portico. For more information about JSTOR, please contact [support@jstor.org](mailto:support@jstor.org).

of steppes, tundras and forests in the same region, he must recognize that the time has been very long—so long, that the few thousands of years since history began seem insignificant in comparison.

JOHN J. STEVENSON

*The Psychology of Management.* By L. M. GILBERT, M.L., New York, Sturgis and Walton. 1914. Pp. 344. \$2.00 net.

The gap between psychology and industry is being bridged both by psychologists, who write of industry, and by industrial engineers, who attempt to point out the psychological laws underlying the success of their practise. This book is of special interest since it is written by a woman worker in an industrial laboratory where the give and take of psychology and technology is being encouraged in many interesting ways.

The book aims "not so much to instruct as to arouse an interest in its subject and to point the way whence instruction comes." In the mind of the reviewer, these aims are fully realized. The main theme is that modern form of management generally known as the "Taylor system." In this book the art of management attempts to become conscious and to develop or borrow a vocabulary. Management is defined as "the art of directing activity," and by the psychology of management is meant "the effect of the mind that is directing work upon that work which is directed, and the effect of undirected and directed work upon the mind of the worker." Such topics as the following indicate the general scope of the various chapters: selection of individual workers; proper instructions; functionalization of tasks; definition of duties and qualifications; motion studies and time measurements; analysis and standardization of task, tools, methods and materials; records, routing and work programs; the rôle of the various types of direct and indirect incentives (punishment, reward, prizes, bonus, profit sharing, etc.); welfare work; attitudes of employer and employee and their effect on work; methods and measurement of teaching; aids in learning; effective distribution of effort. Cooperation is urged in the

accumulation of standardized industrial records for the purposes of psychological analysis.

As might be expected, the psychology of management, in its present state, shows several traits similar to those displayed by the science of education in its earlier days. In the present book, for instance, there is artificial systematization and an occasional lapse into discursive generality. There is a somewhat labored attempt to suggest forward movement in the thought by means of divisions and paragraph headings in the text; many paragraphs consist of a single sentence. There is an apparent attempt to give text-book form to a subject that is not yet ready for it.

In spite of these remediable features the book is a real contribution to applied psychology as well as to the work of the student of efficiency engineering. It well typifies the growing tendencies toward cooperation between science and practise and suggests a stimulating program for future work. Applied psychologists should not fail to make themselves acquainted with the Gilbreth laboratory.

H. L. HOLLINGWORTH

COLUMBIA UNIVERSITY

*Monographien einheimischer Tiere.* Bd. 5, Die Strudelwürmer (Turbellaria). Von PRIVAT-DOZENT DR. P. STEINMANN UND PROFESSOR DR. E. BRESSLAU. Pp. xi + 380, 2 pls., 156 figs. in text. Bd. 6, Tintenfische mit besonderer Berücksichtigung von *Sepia und Octopus*. Von DR. WERNER TH. MEYER. Pp. 148, 1 pl., 81 figs. in text (Klinkhardt, Leipzig).

The latest numbers in the admirable series of monographs prepared under the editorship of Professors H. E. Ziegler, of Stuttgart, and R. Woltereck, of Leipzig, both deal with animals widely used in experimental or in morphological work in the biological laboratories of our universities and colleges, and both are particularly welcome. The volume dealing with the turbellarians is doubly welcome, since no brief and comprehensive treatise has dealt with these easily obtained and widely utilized animals since Benham's (1901) short account in Lankester's "Treatise on Zoology." More-